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MBAH 401

I Semester M.B.A. Degree Examination, May/June 2022

BUSINESS ADMINISTRATION

(Regular and Repeater)

Modern Organisation and Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. Explain traditional organisational designs and adaptive organisation.

SECTION – B

Answer **any five** questions. Each question carries **8** marks. Answer to the question should **not** exceed **5** pages. **(5×8=40)**

2. Write about managerial skills.
3. Enumerate the distinctions between matrix and project organisation.
4. How do you make effective decision making ?
5. Write short notes on classical approach.
6. Discuss approaches to setting goals.
7. Describe benchmarking of best practices.
8. Write strategies applicable to not-for-profit organisation.

P.T.O.

**SECTION – C
(Compulsory)**

Answer to this question should **not** exceed **6** pages.

(1×15=15)

9. Case Study :

Subhash has been working as an operator in assembly-line of automobile company, manufacturing two-wheeler scooters and bikes for the last 10 years. He has been working very honestly and sincerely and meets standard of performance determined for him. He is of a creative mind and even at home he discusses various work related matters with his wife. He tells her that he is capable of making certain improvement in the over all functioning of motor bike. But when he takes his ideas to his superior he makes fun of it and does not give serious thought to it. Gradually, the level of efficiency of Subhash came down. Though he knows it yet he is unable to cope with situation. Some time, he feels frustrated inspite of getting good monetary jumps every year. But he is finding it difficult to meet standard of performance. He has already started losing his interest in the job. You are required to study the whole case and answer the following questions.

Questions :

- 1) What is the possible cause of Subhash's changing pattern of working behaviour ?
- 2) How is it possible for superior to make him more efficient and maintain his existing level of efficiency ?
- 3) What exact scheme the superior should introduce in the assembly line for tapping creativity of operators ?

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MBAH 402

I Semester M.B.A. Degree Examination, May/June 2022

(Regular and Repeater)

BUSINESS ADMINISTRATION

Business Accounting and Finance

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **5** pages. **(2×10=20)**

1. Define Capital Budgeting. Explain the various tools of evaluation of the project.
2. Why wealth maximization objective is superior to profit maximization ? Explain.
3. Discuss the scope and objectives of finance function in business and role of Chief Finance Officer.

SECTION – B

Answer **any three** questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **6** pages. **(3×12=36)**

4. Explain critically the different approaches for computing cost of equity. Discuss the merits and demerits of each.
5. A company is considering an investment proposal to purchase a machine costing Rs. 2,50,000. The machine has a life expectancy of 5 years and no salvage value. Company's tax rate is 40.5. It uses straight line method for providing depreciation. The estimated cash flows before tax after depreciation from the machine are as follows :

Year	CFBT	PV@10%
1	60,000	0.909
2	70,000	0.826
3	90,000	0.751
4	1,00,000	0.683
5	1,50,000	0.621

Calculate : (a) Pay Back Period (b) Average Rate of Return (c) PI @ discount rate.

P.T.O.



6. Suppose you are a Modern Financial Manager, what different roles would you perform other than the Traditional Financial Manager ? Explain in detail.
7. The following are the summarized Balance Sheet of SAI Ltd. as on 31st Dec. 2007 and 2008.

Liabilities	2007	2008	Assets	2007	2008
Share capital	1,00,000	1,50,000	Freehold land	1,00,000	1,00,000
Share premium	—	5,000	Plant at cost	1,04,000	1,00,000
General reserve	50,000	60,000	Furniture at cost	7,000	9,000
P & L a/c	10,000	17,000	Investment at cost	60,000	80,000
6% debentures	70,000	50,000	Debtors	30,000	70,000
Provision for depreciation :			Stock	60,000	65,000
On plant	50,000	56,000	Cash	30,000	45,000
On furniture	5,000	6,000			
Provision for taxation	20,000	30,000			
Sundry Creditors	86,000	95,000			
	3,91,000	4,69,000		3,91,000	4,69,000

Additional information :

- a) Dividend of Rs. 11,500 was paid in 2008.
- b) Assets of another company were purchased in 2008 for a consideration of Rs. 30,000 payable in shares the assets purchased were.
- | | | | |
|-----------|-------------|--|--|
| Stock | Rs. 10,000 | | |
| Machinery | Rs. 12,500. | | |
- c) Additional machinery further purchased was Rs. 4,000 in 2008.
- d) Depreciation written off on machinery was Rs. 6,000 in 2008.



- e) Income tax provided during the year Rs. 16,500 in 2008.
- f) Loss on sale of machinery Rs. 100 was written off to general reserve in 2008.

You are required to prepare :

- i) a funds flow statement
 - ii) a statement of changes in net working capital.
8. ANIL Ltd. makes on an average 20% on sales. In working out profit margin depreciation is added to cost of production. The company maintains one month stock of raw materials and also for finished product in order to attain minimum degree of solvency and liquidity. A company does not allow cash balance to drop below Rs. 1,50,000.

Particulars	Rs. In (1,000)
– Sales (2 months credit)	3,000
– Materials required for consumption (Suppliers extended 1½ month credit)	700
– Wages paid (times lag of 1 month)	600
– Manufacturing expenses (payable at the end of the year) (Paid 1-month arrears)	720
– Total administrative expenses (paid 1 month in arrears)	260
– Advertisement and promotional expenses (Payable in quarterly in advances)	100

The company pays income tax in 4 equal installments. One installment payable in next year. The total income tax liability for the year Rs. 3,20,000. Company decided to keep 20% for contingency. It is maintaining 1 month of stock of raw material and one month stock of finished goods. Credit allowed to customer is 2 months.

Calculate working capital requirement on cash cost basis.



SECTION – C
(Compulsory)

Answer to this question should **not** exceed **6** pages. (1×14=14)

9. Ram and Prem are partners having profit sharing ratio of 2 : 1 and their Balance Sheet as on 31-3-2021 was as follows :

Liabilities	Rs.	Assets	Rs.
Creditors	40,000	Cash in hand	300
Bills Payables	10,000	Bills receivable	5,000
Ram's loan	20,000	Debtors	60,000
Ram's capital	30,000	less : Reserves	300
Prem's capital	20,000	Stock	43,000
Reserve fund	6,000	Machinery	20,000
	1,26,000		1,26,000

They agreed to sell the business to a Limited Co. and the Co., to take over the assets and liabilities as follows :

Machinery at Rs. 16,000, Stock at Rs. 35,000, Debtors at Rs. 50,700.
B/R at Rs. 5,000 and Goodwill at 6,000.

The company agreed to take over Creditors at Rs. 38,000 and B/P at Rs. 10,000. The expenses of realization amounted to Rs. 300. The firm received Rs. 40,000 of the purchase price in Rs. 10 fully paid equity shares and the balance in cash.

Distribute the shares as per original capital ratio.

Prepare the necessary Ledger Accounts in the books of the firm.

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MBAH 403

I Semester M.B.A. Degree Examination, May/June 2022

(Regular and Repeater)

BUSINESS ADMINISTRATION

Organisational Behaviour and Communications

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15=15)

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

1. What are the goals of organizational behavior ? As a manager of an organization, prepare measures which will assist an individual to grow continuously in your organization.

SECTION – B

(5×8=40)

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages.

2. What do you mean by values ? How can value based organization be created ?
3. Discuss the main barriers to communication. Explain how the barriers can be removed.
4. Explain various conflict resolution strategies adopted by an organization for restoring high performance of the employees.
5. What is group decision? Critically examine how group decision is better than individual decision.
6. Explain the important features of stress. "Stress has positive as well as negative consequences", elaborate.
7. Distinguish between hygiene factors and motivators. Examine the applicability of two factors theory in Indian Context.
8. Explain various levels of conflict in organizational life and its influence on the organizational efficiency.

P.T.O.

SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

9. Analyze the following case study :

Laura Gomez just completed her MBA program at the University of Missouri. She entered the program as a midcareer student after spending 12 years as a clerk in a high fashion design studio. During those 12 years, she worked in a financial office, where she found the work to be tedious and routine, and a far cry from the exciting life she expected of design studio. She wanted a change and thought that was the best way of going in the job market was to have an MBA in hand. During her academic program, she concentrated on marketing. At home, she was a single parent with 2 childrens, 8 & 10 years of age. She feels a great deal of responsibility for her children and wants to be available to participate in their lives on a daily basis.

Laura has been interviewing, and with her experience and especially her education she has had several job offers. The first came from the management consultancy firm in the Midwest. The management consultancy firm is interested in more work in the retail sector, and Laura's experience in design studio was viewed as highly valuable. The salary is higher than she had been expecting to receive as an entry level MBA graduate. She would be expected to travel Midwest approximately 80% of the time.

The second job offer came from the non-profitable organization in St. Louis, Missouri. This non-profit has been in existence since 5 years and now is the position for hiring someone to handle all aspects of its finances, including fund raising. Laura does not have experience in fund raising but has been recommended to the organization as a quick learner. The salary is lower than what she was making before she returned to school 2 years ago. There are expectations that, with successful fund raising, her salary would increase. The office location is 3 miles away from her current residence. The job will require very little travelling.

The third job offer came from the federal government of Washington D.C. In this position, Laura would be fully trained to work in evaluation for the Department of Health and Human Services. This is not an area where she has worked before, but she is known to pay great deal of attention to detail, to have good interpersonal skills, and to be a fast learner. The salary is higher than what she was making prior to entering the MBA program, but not as high as that offered by the consultancy firm in Midwest.

You are Laura Gomez. Given what you know about yourself from the information in this case, respond to the following questions :

- 1) Which position would you take? Why ?
- 2) How does this fit with your preference and values ?
- 3) Is your choice different from that which you would recommend to Laura ?
If yes. Why ?



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MBAH 404

I Semester M.B.A. Degree Examination, May/June 2022

(Regular and Repeater)

BUSINESS ADMINISTRATION

Information Technology and Business

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. Define the term Information Technology. Discuss the application of IT in Communication and Business.

SECTION – B

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages. **(5×8=40)**

2. Explain the term DBMS. Discuss in detail, the applications of DBMS in the present business scenario.
3. Discuss the use of MS PowerPoint. Explain in detail various steps involved in making a presentation more effective and presentable.
4. Explain the Major Issues of Internet.
5. Explain briefly about office automation system.
6. Discuss the various challenges to E-commerce.
7. Explain the importance of Electronic Data Interchange (EDI) in E-commerce.
8. Explain the use of Mail Merge function in MS Word. Discuss in detail various steps to apply Mail Merge in MS word.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. (1×15=15)

9. Analyse the following case study.

A waiter takes an order at a table, and then enters it online via one of the six terminals located in the restaurant dining room. The order is routed to a printer in the appropriate preparation area : the cold item printer if it is a salad, the hot-item printer if it is a hot sandwich or the bar printer if it is a drink. A customer's meal check-listing (bill) the items ordered and the respective prices are automatically generated. This ordering system eliminates the old three-carbon-copy guest check system as well as any problems caused by a waiter's handwriting. When the kitchen runs out of a food item, the cooks send out an 'out of stock' message, which will be displayed on the dining room terminals when waiters try to order that item. This gives the waiters faster feedback, enabling them to give better service to the customers. Other system features aid management in the planning and control of their restaurant business. The system provides up-to-the-minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales. This helps management plan menus according to customers' tastes. The system also compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. In addition, whenever an order is voided, the reasons for the void are keyed in. This may help later in management decisions, especially if the voids consistently related to food or service. Acceptance of the system by the users is exceptionally high since the waiters and waitresses were involved in the selection and design process. All potential users were asked to give their impressions and ideas about the various systems available before one was chosen.

Questions :

- a) In the light of the system, describe the decisions to be made in the area of strategic planning, managerial control and operational control. What information would you require to make such decisions ?
- b) What would make the system a more complete MIS rather than just doing transaction processing ?

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MBAS 405

**First Semester M.B.A. Degree Examination, May/June 2022
(Regular and Repeater)
BUSINESS ADMINISTRATION
Economics For Managers**

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. Examine critically profit maximisation as the objective of business firms.
What are the alternative objectives of business firms ?

SECTION – B

Note : Answer **any five** of the following questions. **Each** question carries **eight** marks. Answer to the question should **not** exceed **five** pages. **(5×8=40)**

2. Describe the various methods of measuring national income.
3. Discuss the nature and scope of Managerial Economics. What is the relationship of Managerial Economics with other disciplines ?
4. What is a Production Function ? Explain short run and long run production function.
5. Describe the instruments of monetary policy.
6. Define oligopoly. Explain the important characteristics and sources of oligopoly.
7. Describe the various phases of a trade cycle.
8. Explain income elasticity of demand with suitable diagram.

**SECTION – C
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

9. A publishing company plans to publish a book. It finds from the sales data of other publishers of similar books that the demand function for the book can be expressed as
 $Q = 5000 - 5P$. find out :
 - a) Demand schedule and demand curve,
 - b) Number of book sold when $P = \text{Rs. } 25$,
 - c) Price for selling 2500 copies.



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MBAS 411

**First Semester M.B.A. Degree Examination, May/June 2022
(Regular and Repeater)**

**BUSINESS ADMINISTRATION
Bank Management**

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. How the adaption of computerization and internet has transformed different levels of banking and made Formal banking system more vibrant and customer friendly in India ? Discuss.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **5** pages. **(5×8=40)**

2. What is the need of branchless banking in India ? Explain.
3. Enumerate different phases of Indian Banking System.
4. What are the Non-legal methods of recovery that are in practice in Indian Banking arena ?
5. How small farmers' development agencies support in elevating the need of farmers in India ?
6. Being other apex institutes, how NABARD and NHB extend their arms in strengthening Banking sector in India ?
7. State and explain different constituents of Indian Banking System.
8. How retail banking is different from wholesale banking ?

P.T.O.



SECTION – C
(Compulsory)

Answer to the question should **not** exceed **six** pages.

(1×15=15)

9. Case analysis.

YES BANK (Yes Bank), one of the new generation private sector banks, was set up in India after reforms were introduced in the banking sector in the 1990s. Yes Bank entered the market in late 2004 when the banking space in India was already overcrowded with a number of public sector banks, private sector banks and co-operative banks. Foreign multinational banks, which were growth-constrained, were also waiting eagerly for the sector to open up further in 2009 to make a major foray into this emerging market. However, despite being a late entrant, Yes Bank drew the attention of its competitors and analysts by the speed at which it grew and by increasing its operations throughout the country.

According to industry experts, Yes Bank was entering an overcrowded market dominated by public sector banks such as the State Bank of India (SBI) and private banks such as ICICI Bank and HDFC Bank. In addition, there were many cooperative banks and foreign multinational banks. Moreover, many of the product lines of these banks had become commoditized.

The bank had grown at a tremendous pace since its inception. In the first two quarters since it began operations in (2004-2005) its balance sheet was standing at Rs. 1,300 million, which made it one of the most successful ventures in India. The bank started its operations with just 250 employees and two branches. As of October 2007, it was operating with 60 branches and 3,263 employees. The bank's business size was Rs. 800 million in December 2006.

- a) What are the competitive strategy adopted by a late entrant into the Indian banking sector ?
- b) How Yes Bank differentiated itself from its competitors by adopting a 'knowledge banking' approach ?
- c) How technology can be a source of competitive advantage for Yes Bank ?
- d) Explain the nature of the banking system in an emerging market which is on the verge of a transition.